

Social Impact Management Plan

Quarterly Monitoring Report

HumeLink West

TransGrid
Date 05/02/2026

Document approval

Revision	Date	Description	Prepared by	Reviewer	Approver
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Table of Contents

1. PURPOSE OF QUARTERLY REPORT	ii
2. PROJECT OVERVIEW	ii
3. HUMELINK WEST SIMP	iii
4. KEY PERFORMANCE INDICATORS	iv
4.1. Community Investment and Benefits Program Updates	iv
Appendix A1. Interfacing Management Plans	
Appendix A2. Quarterly Summary Monitoring Report	

1. PURPOSE OF QUARTERLY REPORT

This report has been prepared to satisfy the [Minister's Condition of Approval \(MCoA\)](#) for NSW project SSI-36656827, - Part B - Specific Environmental Conditions - General Condition B61 (h)(vi) Quarterly Reporting against the HumeLink West Social Impact Management Plan (SIMP).

The HumeLink West Joint Venture (UGL-CPB) is required to monitor, evaluate and publicly report on the effectiveness of the management and enhancement measures described in the SIMP. To view the plan, visit: [humelink-west-social-impact-management-plan.pdf](#)

Key performance indicators (KPIs) will assess implementation of the SIMP and the extent to which the HumeLink West JV commitments and conditions are being met. KPIs have been developed against priority social impact action areas, as defined through the HumeLink Environmental Impact Statement (EIS), and subsequent stakeholder and community consultation. This quarterly report monitors project progress against the nominated social impact KPIs.

2. PROJECT OVERVIEW

HumeLink is one of the largest energy infrastructure projects in NSW and will deliver approximately 365 km of new 500 kilovolt (kV) transmission line connecting Wagga Wagga, Bannaby and Maragle and includes new and upgraded infrastructure at four substations.

The HumeLink project, a critical part of Australian Energy Market Operator's (AEMO) Integrated System Plan (ISP), is a once-in-a-generation investment in Australia's high voltage transmission network and is planned to support the transition to a low emissions generation portfolio. HumeLink will reinforce Transgrid's transmission network in southern NSW to improve the flow of electricity from new generation sources in southern and western NSW to major demand centres in the State, and to customers across the National Electricity Market (NEM).

The HumeLink project is geographically split in two major contract packages, HumeLink East and HumeLink West. HumeLink West includes 140 km of 500 kV transmission lines and new or upgraded infrastructure at three substations, and HumeLink East includes 225 km of 500 kV transmission lines and upgrade works at one substation.

The HumeLink project will be delivered on behalf of Transgrid by:

- HumeLink West: UGL Limited and CPB Contractors Joint Venture (HLWJV)
- HumeLink East: Acciona and GenusPlus Group Ltd Joint Venture (HLEJV).

An overview of the HumeLink West scope of works is shown in Figure 1.

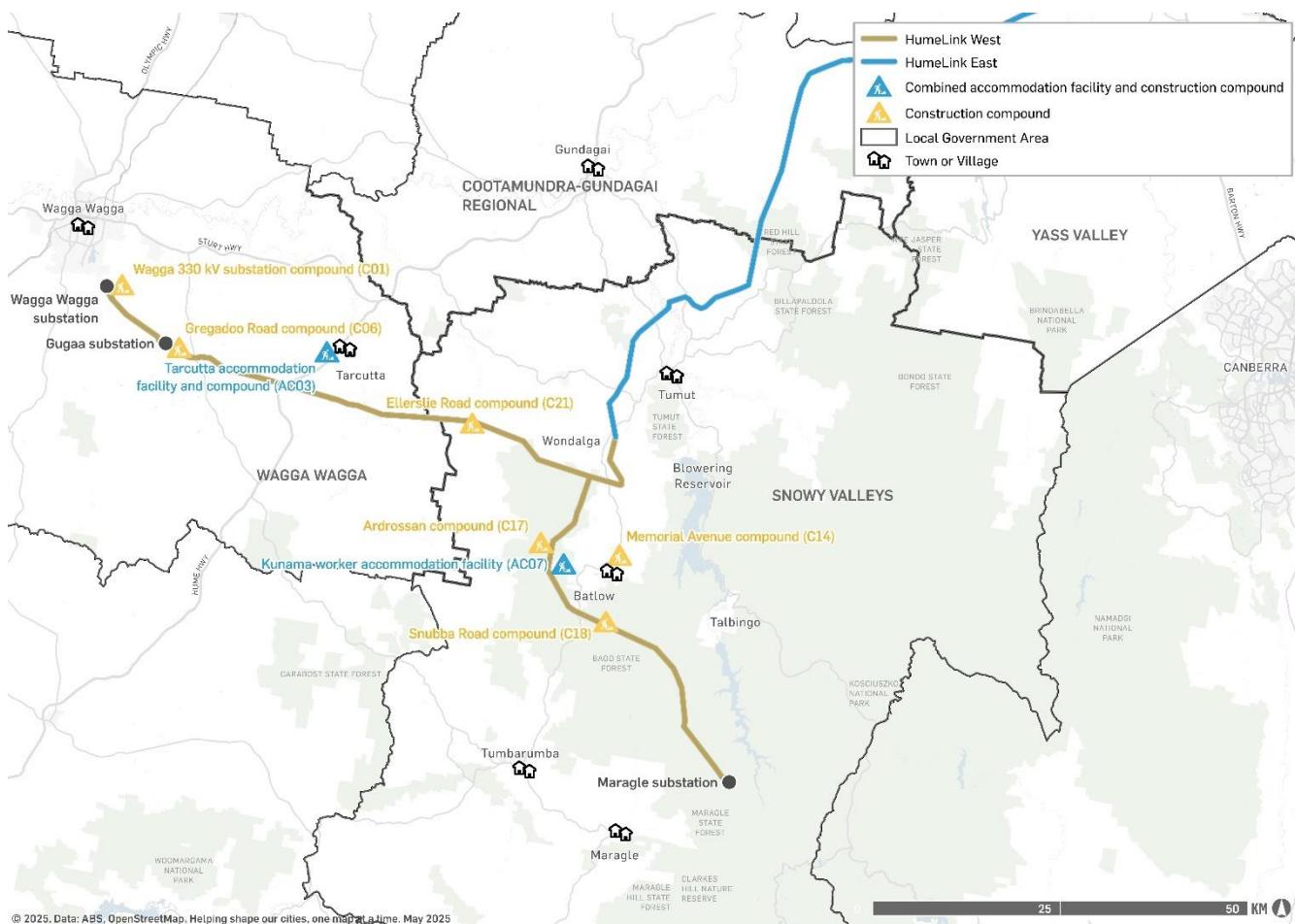


Figure 1 HumeLink West project footprint and Wondalga intersection with East

3. HUMELINK WEST SIMP

The HumeLink West SIMP establishes a structured framework for the management of potential social impacts and the enhancement of associated opportunities arising from the Project. It articulates the approach by which the HumeLink West JV, in collaboration with relevant partners, proposes to monitor, manage and respond to these impacts.

The SIMP is prepared in alignment with the Department of Planning, Housing and Infrastructure (DPCI) 2025 [Social Impact Assessment Guideline](#), ensuring consistency with relevant regulatory requirements for social impact management and adaptive management processes.

The SIMP interfaces with a series of Environmental Management Plans (EMPs). Interfacing management plans are listed in Appendix A1. As per MCoA C13 and C14, project compliance with EMPs will be subject to a biannual Independent Environmental Audit in line with the [Independent Audit Post Approval Requirements \(2020\)](#). Independent audit reports will be publicly available within 60 days of submission to the Planning Secretary.

A separate SIMP has been developed for the HumeLink East project; to view the plan visit: [humelink-east-social-impact-management-plan.pdf](#)

4. KEY PERFORMANCE INDICATORS

Appendix E in the HumeLink West SIMP provides an integrated overview of the KPIs used to monitor social impacts, along with associated responsibilities and links to relevant management plans. This consolidated summary supports effective implementation and ensures compliance with the plan. The summary monitoring framework and progress against the approved KPIs for this quarter (26 September – 26 December 2025) are presented in Appendix A2.

4.1. Community Investment and Benefits Program Updates

The HumeLink West Community Investment & Benefits Program (CIBP) is designed to ensure local communities share in the positive outcomes of the HumeLink project through targeted funding and support. The program works closely with communities and stakeholders across Wagga Wagga (WWCC) and Snowy Valleys (SVC) Local Government Areas (LGAs) to identify and support initiatives that create enduring and tangible community benefits.

\$2 million is available to deliver community projects across the two LGAs and may support a wide range of community-led projects, including social infrastructure, cultural initiatives, environmental restoration, local services, or other activities that enhance community wellbeing.

In July 2025, stakeholders and community members across Wagga Wagga and Snowy Valleys regions were invited to nominate projects for the program and identify those considered most impactful for their local area. A total of 73 applications were received, requesting more than \$22 million in funding. Of these, 23 projects were shortlisted for community prioritisation. Community input was sought through drop-in sessions and an online survey, which received over 800 responses.

Detailed feasibility assessments are currently in progress for the highest-ranked projects, including consideration of partial funding where co-investment opportunities exist. Projects approved and funded under the CIBP will be reported in future quarterly reports once confirmed.

Link to all shortlisted projects can be found here: [HumeLink Community Investment and Benefits Program | Transgrid](#).

Appendix A1. Interfacing Management Plans

Relevant MCoA	Management plan / interface	Description
C1	Environmental Management Strategy (EMS)	<p>The Environmental Management Strategy (EMS) presents the framework for environmental management for construction works carried out by Transgrid and its Delivery Partners (DPs). The EMS represents an overarching document for the Project, with specific environmental management requirements and compliance assurance addressed in the CEMP and relevant subplans.</p>
NA	HLW Construction Environmental Management Plan (CEMP)	<p>The CEMP and associated sub-plans outline and describe how the HLWJV will comply with the MCoA, the Federal Minister for the Environment and Water Condition of Ministerial Approval (Commonwealth Conditions of Ministerial Approval (EPBC:2021/9121), the updated mitigation measures, and in accordance with the Planning Approval Documentation listed under MCoA A2 (HumeLink Approvals).</p> <p>The CEMP provides details of how the performance outcomes, commitments and management measures specified in the Planning Approval Documentation will be implemented and achieved during the HLW construction. It describes a monitoring program for ongoing analysis of the HLW activities and provides procedures for rectifying any identified environmental non-compliances.</p> <ul style="list-style-type: none"> • CEMP subplans relevant to this this SIMP include: <ul style="list-style-type: none"> ▪ HLW Heritage Management Plan (HMP) ▪ HLW Unexpected Finds Procedure – Heritage Items ▪ HLW Traffic and Transport Management Plan (TTMP) ▪ HLW Construction Noise and Vibration Management Plan (NVMP) ▪ HLW Air Quality Management Plan (AQMP) ▪ Soil and Water Management Plan (SWMP) ▪ HLW Out-of-hours Works Protocol (OOHW) ▪ HLW Biodiversity Management Plan (BMP)

NA	HLW Sustainability Management Plan (SuMP)	The Sustainability Management Plan describes how the HLWJV will consider and apply sustainability aspects during the project's design, construction, and operational phases on behalf of Transgrid. The plan provides an overarching governance framework to guide the team in delivering the sustainability requirements specified by Transgrid, reducing environmental and social impacts, and improving the asset's resilience to climate change.
NA	HLW Land and Property Access Management Plan (LPAMP)	The LPAMP has been developed to provide a framework for efficient management of land and property access across the alignment, thereby avoiding or mitigating potential adverse impacts through early respectful engagement to understand the interests and needs of the individual landowners. The plan ensures the implementation of processes to manage and coordinate property access across the entire site to minimise, detect, mitigate, and rectify damage to property caused by the construction activities, including implementation of individual Property Management Plans (PMPs).
B60	HLW Local Business and Employment Strategy (LBES)	The LBES has been developed to optimise the participation of local and regional suppliers and contractors, including Indigenous businesses, in the project supply chain. The plan will support the delivery of the Australian Industry Participation Authority objectives and commitments outlined in the project-specific Australian Industry Participation Plan. This plan includes summaries of the HumeLink West Australian Industry Participation Plan, Local Industry Participation Plan, Workforce and Workforce Development Plan and an Aboriginal Participation Plan (<i>Compliance with EIS Commitments – AR EC1</i>).
NA	HLW Training and Skills Management Plan (TSMP)	The TSMP provides guidelines for managing project-specific training to boost capability and career opportunities for workers. The plan's objective is to ensure all employees have the appropriate skills and competencies necessary for safe and effective work performance so that they can use their skills to service the pipeline of future construction and energy projects.
B59	HLW Accommodation Camp Management Plan (ACMP)	The ACMP provides an overall framework, including objectives and outcomes for construction worker accommodation for the project. The strategy documents the outcomes from consultation with key stakeholders

		and provides an overview of the worker accommodation requirements and identified needs for the duration of construction.
NA	HLW Emergency Response Plan (ERP)	The ERP documents the project's procedures to enable emergency prevention, preparation, response and recovery. The plan also derails the project's procedure to implement, test and review the ERP.
B52	HLW Bushfire Emergency Management and Evacuation Plan (BFEMEP)	The BFEMEP provides a high-level structure on how the Project will manage its Bushfire management obligations and responsibilities across all work activities. It is structured so it can be used as a system implementation tool to ensure compliance with the EMS.
A24	HLW Community Communication Strategy (CCS)	The CCS has been developed in accordance with MCoA A24 and A25 to provide mechanisms to facilitate communication between Transgrid, the HLW Team, the Environmental Representative, the relevant Councils, and the local community on construction-related and environmental matters. The CCS will also address the key construction issues that are likely to affect the community, such as traffic, property access, noise and vibration, out-of-hours work, new or changed construction activities, and landscaping. In accordance with the CCS, key stakeholders and the community will be consulted during the construction. Ongoing meetings will be held to discuss environmental performance, upcoming works, enabling work and any planned high-risk activities.
NA	HLW Interface and Third-Party Management Plan (ITPMP)	The ITPMP describes how the HLWJV will deliver the plan requirements included in Appendices C and F of the Employer's Requirements to ensure that the design, construction, testing and commissioning of the works for HLW are fully integrated. The HLWJV will coordinate all applicable HLW works with all third-party asset owners, Employer's Representatives and nominated subcontractors as required and take all reasonable steps to schedule interface activities to avoid delays.

NA	HLW Community Investment and Benefits Plan (CIBP)	Transgrid's CIBP provides a guide for Transgrid's community investment work within the HumeLink project footprint. The guide addresses identified social impacts to deliver positive outcomes and benefits for local communities. The HLW Community Investment and Benefits program is currently undergoing community and stakeholder consultation, in addition to a cost-benefit analysis with a focus on positive social, economic and sustainable outcomes.
B38	Traffic and Transport Management Plan (TTMP)	The TTMP informs road users, transport operators, emergency services and local communities, in relation to changed traffic conditions. The TTMP details how HLWJV will manage traffic volumes in accordance with the EIS.
NA	Snowy 2.0 Transmission Connection Project (TCP) HumeLink East (HLE) SIMP	Cumulative impacts have been considered, with particular focus on the Snowy 2.0 Transmission Connection Project (SSI- 9717), and the HumeLink East (HLE) Project. These projects have Construction Environmental Management Plan and associated sub plans, which will need to be considered when implementing this SIMP.
<ul style="list-style-type: none"> Environmental Management Strategy (EMS) Enabling Works Management Plan (EWMP) <u>Transgrid Social License Framework</u> (December 2023) and <u>HumeLink Community Investment and Benefits Plan (CIBP)</u> (July 2024) will guide investment in communities along the HumeLink project footprint to address identified impacts and deliver social outcomes and benefits. Individual Property Management Plans (PMPs) for easement affected landowners 		

Appendix A2. Quarterly Summary Monitoring Report

Quarterly progress against the summary monitoring report KPIs is captured in the attached Excel spreadsheet.

<p>HumeLink West Joint Venture Social Impact Management Plan: Quarterly Monitoring Report - B61(h)(vi) Reporting period: 26 September - 26 December 2025</p>					
#	Key Performance Indicator	Target	Reporting Frequency	Metric/Data Source	Quarterly Progress Update
Area of Social Impact: Impacts to near neighbours and broader community					
1	Number of engagement activities conducted in each LGA	At least 2 per year in each LGA	Annually	Quantitative / engagement activity log (i.e. SalesForce)	Number of engagement activities conducted in impacted Local Government Areas (LGAs): Wagga Wagga: 14 Snowy Valleys: 14
2	Notifications issued to residents and businesses within 500m of impactful works	100% issued at least 7 days in advance	Quarterly	Quantitative / engagement activity log (i.e. SalesForce)	100% of work notifications issued within 7 days. Work notifications are published on the HumeLink West project website.
3	Notifications issued ahead of transport disruption	Provided at least 7 days in advance	Monthly	Quantitative / engagement activity log (i.e. SalesForce)	As per reporting update for KPI #2, all work notifications include details of planned traffic disruptions and the relevant management measures, where applicable.
4	Number of planned traffic impacts in Wagga Wagga City Council (WWCC) and Snowy Valleys Council (SVC) published on Live Traffic NSW	Provide 100% of planned traffic impacts to publish to Live Traffic NSW	Monthly	Quantitative / engagement activity log (i.e. SalesForce)	100% of planned traffic impacts provided to SVC and WWCC to publish on Live Traffic NSW at their discretion.
5	Calls and enquiries to the 24/7 community line and community inbox are answered	≥ 95% of enquiries are provided a response to phone and email enquiries within 5 business days	Quarterly	Quantitative / engagement activity log (i.e. SalesForce)	Across the reporting period, 64-80% of enquiries were responded to within 1 business day, with an additional 18-22% resolved within 5 business days, meeting the project's ≥95% response time requirement. A small number of complex enquiries required 5-10 business days, which were actively managed and mitigated through improved triaging and escalation processes to maintain timely and accurate community responses.
6	Complaints responded to and tracked for repeated occurrences	≥ 95% of complaints are responded to within 24 hours, with monitoring of repeat issues	Monthly	Quantitative / engagement activity log (i.e. SalesForce and project complaints register)	Complaints received by the project, including responses and investigations, are captured in the project complaints register, published on the HumeLink West project website. All recorded complaints have been responded to within 24 hours of receipt.
7	Pulse checks in active work zones	Pulse checks with community in active work zones	Pulse checks as required	Quantitative / engagement activity log (i.e. SalesForce and project complaints register)	Pulse checks were not conducted during the reporting period; pulse checks are scheduled to be undertaken in 2026, upon receipt of baseline data via the B61(h)(ii) Annual Independent Community Attitudes Survey. In accordance with Condition B61(h)(ii), an independent survey of community attitudes toward the development is being conducted by ORIMA Research. The survey commenced on 5 December 2025 and will remain open until a statistically significant sample size is achieved. Findings from the survey will inform and establish baseline values for trend-based community sentiment indicators.
8	Number of Construction Reference Groups (CRG) held	At least 2 per year	Annually	Quantitative / engagement activity log (i.e. SalesForce)	The following CRGs have been hosted during the reporting period: Thursday 4th December '25, 4pm - 6pm, Transgrid Discovery Hub, Wagga Wagga (4 attendees) Monday 8th December '25, 4pm - 6pm, Valmar Support Services, Tumut (4 attendees) Topics discussed: project overview, progress and operations, road upgrades, water management, stringing and road safety. CRG meeting minutes will be published on the HumeLink West project website as they become available.

9	Road condition monitoring	Road dilapidation surveys conducted for all local roads used by the project	Prior to use by annual and then post use by project heavy vehicles	Quantitative / pre and post construction road dilapidation surveys	All required road dilapidation surveys for local roads have been completed. The next survey is scheduled for completion in Q1 2026, after which reporting will be updated.
10	Emergency services coordination	At least one meeting with emergency services per month	Monthly	Quantitative / engagement activity log (i.e. SalesForce)	<p>Number of emergency services coordination meetings/engagement undertaken across the Wagga Wagga and Snowy Valleys LGAs: 7</p> <p>HumeLink West participates in quarterly meetings with both Snowy Valleys and Wagga Wagga Local Emergency Management Committees (LEMC). During these sessions, the project Interface, Health & Safety, and Community & Stakeholder Engagement teams provide project briefings and updates on current activities and initiatives.</p>
11	Number of moderate-high visual impact residences assessed for screening or mitigation	100% of residences predicted to have a moderate to high visual impact assessed for screening or other mitigation options	Monthly	Quantitative / engagement activity log (i.e. SalesForce)	<p>As outlined in MCoA Condition B41 the owners of residences A29, A33, A67, C35, E27, H56, K23, K40, K44, K45, K46M K47, K48, O18, O45, Q20, R12, R24, S12, T12, T14, T15 and T16 have been assessed for visual impact. Outcomes of this assessment can be found in the Landscape Character and Visual Impact Assessment (EIS Technical Report 8) and Landscape Character and Visual Impact Assessment Addendum (Technical Report 8).</p> <p>For MCoA Condition B42 and B43, the owners of residences A29, A33, A67, C35, E27, H56, K23, K40, K44, K45, K46M K47, K48, O18, O45, Q20, R12, R24, S12, T12, T14, T15 and T16 have been assessed for screening vegetation or other mitigation options.</p> <p>From the properties listed under MCoA B42 and B43, only A29 is related to HumeLink West project footprint. Following consultation with the owner of the land identified as A29, Transgrid has reached agreement related to visual screening mitigation. The outcomes of the consultation and individual agreement with the landowner have been provided to Department of Planning, Housing and Infrastructure (DPHI). DPHI has endorsed the consultation approach.</p>
12	Number of non-compliance events during construction	0 non-compliance events during construction that could cause amenity impacts	Monthly	Quantitative / non-compliance reports	<p>0 non-compliance for amenity impacts (dust, noise, vibration, soil & water).</p> <p>Non-compliance events are reported to the environmental regulator in accordance with statutory requirements and managed through investigation, corrective actions, and preventative measures.</p>
13	Engagement with local environmental groups per LGA	Dialogue established with at least one local environmental group (e.g. Landcare or wildlife carer) in each LGA and discussion of potential partnerships for the Project's environmental restoration work.	Annually	Quantitative / engagement activity log (i.e. SalesForce)	<p>Dialogue has been established with local Landcare networks in the Riverina Highlands to explore seed collection partnerships for future rehabilitation works.</p> <p>Heritage survey activity continued across the reporting period, with Local Aboriginal Land Council (LALC) representatives (Wagga Wagga & Tumut/Brungle) present at all surveys and Addendum Aboriginal Cultural Heritage Assessment Report (ACHAR) issued for unsurveyed areas. In addition, a biodiversity partnership has commenced with Habitat Innovation & Management for next box installation services.</p>
Area of Social Impact: Impacts to near neighbours and broader community (Cultural awareness)					
14	Workforce completion rate for cultural heritage training and toolbox inductions	≥ 95% of workforce complete training	Monthly	Quantitative (i.e. training tracker and sign in sheets)	Cultural heritage and artefacts awareness training remained a mandatory component of the project induction process throughout the reporting period. A total of 25 Aboriginal Cultural Heritage Inductions and Awareness Sessions were delivered during the quarter, supporting strong workforce completion rates toward the ≥95% training requirement.
15	Number of Aboriginal Engagement Reference Group meetings	At least 2 per year	Annually	Quantitative / engagement activity log (i.e. SalesForce)	The HumeLink West Aboriginal Engagement Reference Group met twice during 2025 (26 June and 25 September), satisfying the requirement of at least two meetings per year. The next meeting is scheduled for Q1 2026.

16	Safeguarding of identified cultural heritage sites	0 non-compliance for the safeguarding of identified cultural heritage sites through appropriate mitigation	Monthly	Quantitative / non-compliance reports	0 non-compliances were reported during the reporting period. All heritage items requiring safeguarding have been identified within site-specific Environmental Control Measures (ECMs). Non-compliance events are reported to the environmental regulator in accordance with statutory requirements and managed through investigation, corrective actions, and preventative measures.
17	Identification of Heritage values and opportunities to interpret and enhance values	In consultation with Aboriginal communities or representative groups, deliver at least 3 opportunities to interpret/enhance heritage values within the project area	Annually	Quantitative / IS Credit Summary Forms	Engagement with Aboriginal communities progressed throughout the quarter to identify opportunities to interpret and enhance Aboriginal heritage values. JMP Consulting completed a review of the project's consultation approach, facilitated discussions with the Project's Aboriginal Working Group, and finalised community consultation to determine a preferred opportunity. Community consensus supported progressing with an interpretation/enhancement project to be delivered by Nature Fix, with project definition to continue into 2026. Additional heritage interpretation initiatives already implemented include Aboriginal naming of project camps and laydown areas, and smoking ceremonies at key project events.
18	Cultural heritage initiatives delivered per year	At least 2 per year (e.g. cultural immersion tours, participation in significant Indigenous events, and artefact handling and/or return-to-Country engagement processes collaborating with the relevant Local Aboriginal Land Councils (LALCs)	Annually	Quantitative / engagement activity log (i.e. SalesForce)	Cultural heritage initiatives continued throughout the reporting period, with heritage surveys undertaken in collaboration with Wagga Wagga and Tumut/Brungle Local Aboriginal Land Councils (LALCs). Activities included heritage walkovers, site recording, and artefact salvage, with all artefacts to be securely stored and repatriated at project completion.
Area of Social Impact: Impacts to community cohesion, safety, health and wellbeing					
19	Community sentiment towards temporary workers	≥ 70% of residents feel well-informed about the Project and are neutral or positive about the presence of temporary workers in the locality.	Annually	Quantitative / engagement activity log (i.e. SalesForce)	In accordance with Condition B61(h)(ii), an independent survey of community attitudes toward the development is being conducted by ORIMA Research. The survey commenced on 5 December 2025 and will remain open until a statistically significant sample size is achieved. Findings from the survey will inform and establish baseline values for trend based community sentiment indicators.
20	Community sentiment towards temporary workers	Pulse checks with residents in towns hosting or adjacent to workforce accommodation facilities across active work zones.	Pulse checks as required	Quantitative / engagement activity log (i.e. SalesForce)	Pulse checks were not conducted during the reporting period; pulse checks are scheduled to be undertaken in 2026, upon receipt of baseline data via the B61(h)(ii) Annual Independent Community Attitudes Survey. In accordance with Condition B61(h)(ii), an independent survey of community attitudes toward the development is being conducted by ORIMA Research. The survey commenced on 5 December 2025 and will remain open until a statistically robust sample size is achieved. Findings from the survey will inform and establish baseline values for trend based community sentiment indicators.
21	Community investment	Minimum 2 community events funded or sponsored during each calendar year	Annually	Quantitative / engagement activity log (i.e. SalesForce)	During the reporting period, the project sponsored six community events in total, exceeding the requirement to support a minimum of two community events per calendar year. Activities included three events in September and October 2025 - the Ladysmith Markets, Wagga Lake Run and Ride, and Tumbarumba Spring Flower Festival - followed by the Tarcutta Pony Club Gymkhana in November 2025 and two additional events in December 2025, the Tumbarumba Christmas Carnival and the Royal Hotel Adelong Spring Markets, demonstrating strong and consistent community investment throughout the quarter.
22	Workforce participation in local activities	At least 1 community-based workforce participation initiative implemented in each LGA during construction	Annually	Quantitative / engagement activity log (i.e. SalesForce)	A workforce participation initiative with the Tarcutta Touch Football Association commenced on 13 October 2025 and continued throughout the reporting period, with HumeLink West workers taking part in the weekly local competition.

23	Code of Conduct awareness	Maintain ≥ 95% workforce awareness of Code of Conduct obligations	Quarterly	Quantitative (i.e. training tracker and sign in sheets)	During the reporting period, Code of Conduct awareness continued to be maintained above the required 95%, with Code of Conduct training remaining a mandatory component of the project induction process. In line with the Accommodation Camp Management Plan (ACMP), all workers accommodated at project facilities are required to sign a Village Rules document, which outlines expected standards of behaviour, including health and safety obligations, fitness-for-work requirements, alcohol limits, and general conduct expectations, ensuring consistent reinforcement of Code of Conduct responsibilities across the workforce.
Area of Social Impact: Impacts on access to social infrastructure and services					
24	First aid and emergency preparedness	100% of workforce accommodation sites have designated first aid facilities and trained personnel available during operational hours and paramedics on call after hours	Monthly	Quantitative / non-compliance reports	First aid and emergency preparedness requirements continue to be fully met, with a qualified paramedic completing first aid risk assessments across all project site locations. All sites are equipped with appropriate first aid facilities - six in total - and first aid equipment is available in supervisor vehicles to ensure rapid response capability. The project has two paramedics available 24/7 for emergency support, supplemented by trained first aiders, ensuring comprehensive coverage during operational and after-hours periods.
25	Emergency escalation protocols	All sites maintain a documented and tested escalation procedure for medical emergencies (monthly)	Monthly	Quantitative / non-compliance reports	Emergency escalation protocols remain fully documented and tested across all project sites in accordance with the project's Emergency Response Plan (ERP). Key emergency contacts and escalation procedures continue to be communicated daily during pre-starts at the point of work. To verify the reliability of communication systems and response times, including paramedic availability, a series of emergency response exercises were conducted throughout November 2025, taking place on 2 November at Access Point 64, on 22 November at Browns Road (Zone 2), and on 30 November in Zone 1, confirming effective readiness and adherence to monthly testing requirements.
26	Percentage of workforce who have completed health and emergency services induction training	≥ 80% of workforce completion of health and emergency services induction training (e.g. when to use the dedicated telehealth services, when to call 000, or when to seek GP care)	Monthly	Quantitative (i.e. training tracker and sign in sheets)	During the reporting period, workforce completion of health and emergency services induction training remained above the required threshold, with health and emergency training continuing as a mandatory component of the project induction process. This ensured all workers received consistent instruction on when to use dedicated telehealth services, when to call 000, and when to seek general practitioner care, supporting ongoing compliance with the project's ≥80% completion requirement.
27	% of workforce engaged in wellness initiatives	≥ 95% of workforce are engaged in at least 1 wellness initiative implemented by the Project per year	Annually	Quantitative (i.e. HR records)	<p>During the reporting period, workforce engagement in wellness initiatives remained high, supported by the continuation of Gryphon Psychology's monthly webinars for all staff, workforce and subcontractors, covering a wide range of mental health, wellbeing and personal development topics across October, November and December. In addition, the project launched a workforce mental health and wellbeing committee on 24 November, with expressions of interest opened for member nominations. The committee held its first meeting on 16 December with 16 representatives in attendance to plan upcoming wellness activities and review available support services.</p> <p>The project also collaborated with the National Association of Women in Construction on the 'Allyship in Action' initiative, surveying the workforce to better understand site culture and identify opportunities to improve safety, fairness and respect across the construction environment, further contributing to strong participation in project-wide wellness initiatives.</p>
28	Project workforce wellbeing pulse checks	Wellbeing pulse checks with workforce housed at the worker accommodation facilities	Pulse checks as required	Quantitative (i.e. HR records)	Implementation of project workforce wellbeing checks is in preparation, with baseline data scheduled to be collected through the first worker accommodation survey Q1 2026. The survey will provide the initial benchmark for ongoing monitoring of wellbeing among workers housed at the project's accommodation facilities and will support the development of future wellbeing initiatives.
29	Shortages of key goods/services reported	No reported shortages of key goods and services	Monthly	Quantitative / engagement activity log (i.e. SalesForce and project complaints register)	During the reporting period, no key goods or service shortages were recorded by stakeholders for the majority of the quarter. However, two complaints were received (Complaint IDs ACT-133040 and ACT-132188) relating to concerns about project water usage potentially affecting township water levels in Batlow and Tarcutta. These matters were logged in the project complaints register, where details of the concerns, associated investigations and any corrective actions are published on the HumeLink West project website.

30	Feedback on economic impact	≥ 70% of businesses and local residents report satisfaction with economic impact in Annual Community Attitudes Survey, regarding access to and affordability of local goods and services	Monthly	Quantitative / engagement activity log (i.e. SalesForce)	In accordance with Condition B61(h)(ii), an independent survey of community attitudes toward the development is being conducted by ORIMA Research. The survey commenced on 5 December 2025 and will remain open until a statistically robust sample size is achieved. Findings from the survey will inform and establish baseline values for trend based community sentiment indicators.
32	Feedback on economic impact	Pulse checks with local residents and service providers in project-affected townships	Pulse checks as required	Quantitative / engagement activity log (i.e. SalesForce)	Pulse checks were not conducted during the reporting period; pulse checks are scheduled to be undertaken in 2026, upon receipt of baseline data via the B61(h)(ii) Annual Independent Community Attitudes Survey. In accordance with Condition B61(h)(ii), an independent survey of community attitudes toward the development is being conducted by ORIMA Research. The survey commenced on 5 December 2025 and will remain open until a statistically significant sample size is achieved. Findings from the survey will inform and establish baseline values for trend based community sentiment indicators.
33	Community mental health initiatives	At least 1 partnership, community grants or benefits awarded to support mental health initiatives	Annually	Quantitative / engagement activity log (i.e. SalesForce)	As part of the Transgrid Community Investment and Benefits Program, a mental health initiative is being delivered to improve local access to appropriate support. The program provides early interventions, supported referrals to longer-term services, and mental health literacy training to strengthen community resilience. The program includes two key activities: 1. Mental health support delivered through existing local agencies and facilities. 2. Community capacity-building, including mental health literacy training (e.g., Accidental Counsellor, Mental Health First Aid) and other initiatives that promote wellbeing and social connection.
34	Property Management Plan (PMP) implementation	0 non-compliance with PMPs when accessing project-affected properties during construction ensuring maintained access to community infrastructure and services for affected residents during construction	Monthly	Quantitative / access approval records on TeamBinder, and project Share Drive	During the reporting period, several Property Management Plan (PMP) non-compliances were identified through monthly reporting, including five instances where access requirements were not followed and one further non-compliance relating to property access. In all cases, the relevant access instructions were reviewed and reissued to the project team and subcontractors to prevent recurrence and ensure full alignment with PMP obligations. These corrective actions support the ongoing commitment to maintaining compliant access to project-affected properties and minimising disruption to community infrastructure and services during construction.
35	Level of satisfaction among primary producers regarding construction impacts on agricultural operations	≤ 5 complaints per quarter from primary producers about project construction related impacts	Monthly	Quantitative / engagement activity log (i.e. SalesForce and project complaints register)	During the reporting period, two formal complaints were received from primary producers regarding construction impacts - one related to Tarcutta accommodation works and another concerning an open gate and inadequate water supply. Earlier in the period, no formal complaints were recorded, though feedback on agricultural equipment access was provided and will inform upcoming traffic management planning. All complaints have been documented in the project complaints register, with investigations and corrective actions undertaken as required.
Area of Social Impact: Housing affordability and availability for locals					
36	Workforce accommodation facilities established and operational	Workforce accommodation facilities at Tarcutta and Kunama operational prior to peak demand period	Prior to relevant peak demand	Quantitative / accommodation camp occupancy reports	Workforce accommodation facilities at both Tarcutta and Kunama are fully established and operational, with Tarcutta opening on 22 September 2025 and Kunama on 17 November 2025. Both facilities continue to operate as intended in preparation for the project's peak workforce demand period.
37	% of workforce housed in approved worker accommodation	≥ 90% of the non-local workforce housed in approved accommodation facilities during main construction works	Monthly	Quantitative / accommodation camp occupancy reports	In accordance with the Accommodation Camp Management Plan (ACMP), all non-local workforce members are required to be accommodated within approved worker accommodation facilities throughout main construction works. Current occupancy levels reflect the early phase of construction activity rather than peak staffing requirements, with 373 rooms occupied across the Tarcutta and Kunama facilities out of a total approved capacity of 694 (approximately 53.7%). Occupancy is expected to increase as construction activity progresses, and accommodation utilisation will continue to be monitored to ensure alignment with project requirements.

38	Pulse check surveys conducted during peak workforce periods	Evidence of pulse check with residents in towns hosting or adjacent to workforce accommodation facilities during peak workforce periods across active work zones	Pulse checks as required	Quantitative / engagement activity log (i.e. SalesForce)	Pulse checks were not conducted during the reporting period; pulse checks are scheduled to be undertaken in 2026, upon receipt of baseline data via the B61(h)(ii) Annual Independent Community Attitudes Survey. In accordance with Condition B61(h)(ii), an independent survey of community attitudes toward the development is being conducted by ORIMA Research. The survey commenced on 5 December 2025 and will remain open until a statistically significant sample size is achieved. Findings from the survey will inform and establish baseline values for trend based community sentiment indicators.
39	Community concern regarding displacement and housing stress captured and tracked	Concerns identified and used to inform ongoing mitigation (qualitative tracking via pulse checks)	Monthly + pulse checks as required	Quantitative / engagement activity log (i.e. SalesForce and project complaints register)	No complaints or enquiries relating to displacement or housing stress were recorded from stakeholders throughout the reporting period. Monitoring continues, and insights from future wellbeing pulse checks will be used to inform ongoing mitigation measures.
Area of Social Impact: Impacts to tourism and the visitor economy					
40	Complaints from temporary accommodation providers or tourism bodies	0 complaints from temporary accommodation providers and tourism bodies relating to vacancy shortfall due to the Project	Monthly	Quantitative / engagement activity log (i.e. SalesForce and project complaints register)	No complaints were received from temporary accommodation providers or tourism bodies regarding vacancy shortfalls or project-related impacts throughout the reporting period. Complaints made against the project, including responses and investigations, are captured in the project complaints register, published on the HumeLink West project website.
41	Local tourism business and accommodation provider feedback	Accommodation providers and tourism stakeholder satisfaction maintained or improved during overlapping peak periods	Monthly	Quantitative / engagement activity log (i.e. SalesForce and project complaints register)	As per reporting update for KPI #40, no complaints were received from temporary accommodation providers or tourism bodies regarding vacancy shortfalls or project-related impacts throughout the reporting period. Complaints made against the project, including responses and investigations, are captured in the project complaints register, published on the HumeLink West project website.
42	Local tourism business and accommodation provider feedback	Pulse checks with local short - accommodation providers and Destination Networks during major events attracting visitors.	Pulse checks as required	Quantitative / engagement activity log (i.e. SalesForce)	Pulse checks were not conducted during the reporting period; pulse checks are scheduled to be undertaken in 2026, upon receipt of baseline data via the B61(h)(ii) Annual Independent Community Attitudes Survey. In accordance with Condition B61(h)(ii), an independent survey of community attitudes toward the development is being conducted by ORIMA Research. The survey commenced on 5 December 2025 and will remain open until a statistically significant sample size is achieved. Findings from the survey will inform and establish baseline values for trend based community sentiment indicators.
43	Engagement with Destination Networks and relevant representatives at local councils	Quarterly engagement meetings held	Quarterly	Quantitative / engagement activity log (i.e. SalesForce)	Engagement with Destination Networks and relevant local council representatives was undertaken throughout the quarter, with a total of eight meetings held to support coordination on tourism, regional planning and project-related matters. These engagements contribute to ongoing collaboration with key stakeholders and ensure regular communication across the required quarterly cycle.
44	Visitor-facing communication initiative per LGA	At least one visitor facing communications initiative annually (e.g. local town 'Induction Packs' for Wagga Wagga and Snowy Valley)	Annually	Quantitative / engagement activity log (i.e. SalesForce)	There are no updates for this reporting period, with no visitor-facing communication initiatives progressed or delivered across the LGAs during the quarter. Monitoring will continue, and future initiatives will be reported as they are developed and implemented.

Area of Social Impact: Labour draw to local businesses and services					
45	Pulse checks with selected employment and training intermediaries	Pulse checks with selected employment and training intermediaries (e.g. ICM, Workforce Australia providers etc.)	Pulse checks as required	Quantitative / engagement activity log (i.e. SalesForce)	Pulse checks were not conducted during the reporting period; pulse checks are scheduled to be undertaken in 2026, upon receipt of baseline data via the B61(h)(ii) Annual Independent Community Attitudes Survey. In accordance with Condition B61(h)(ii), an independent survey of community attitudes toward the development is being conducted by ORIMA Research. The survey commenced on 5 December 2025 and will remain open until a statistically significant sample size is achieved. Findings from the survey will inform and establish baseline values for trend based community sentiment indicators.
46	Local workforce participation	Delivery contract target 5% of procurement and employment spend	Monthly	Quantitative / workforce participation and spend data	5% target on track based on current local employment and local procurement spend.
47	Local workforce participation	Project target 10% of procurement and employment spend	Monthly	Quantitative / workforce participation and spend data	10% target on track based on current local employment and local procurement spend.
48	Aboriginal participation	4% Aboriginal and Torres Strait Islander employment on HLW (UGL/CPB) Reconciliation Action Plan (RAP) target	Monthly	Quantitative / workforce participation and spend data	4% target exceeded as of October 2025.
49	Aboriginal participation	Support stakeholder procurement practices that strive towards Stretch HLW UGL CPB RAP target of 5% to be Aboriginal and Torres Strait Islander business	Monthly	Quantitative / workforce participation and spend data	5% target on track for Aboriginal participation.
50	Advance future workforce	At least 10 members of the workforce employed through work experience placements, and 5 employees as graduate placements.	Monthly	Quantitative / workforce training and employment records	Target exceeded, with 16 graduate placements across the project.
51	Support local people to access local education, training and employment pathways through the Project	Award of x10 'She Can Too Scholarships' valued at \$15, 000 each to support female students from low socio-economic backgrounds overcome financial barriers and access important resources to improved academic performance.	Monthly	Quantitative / workforce training and employment records, social investment records	The project achieved its target through the award of 12 'She Can Too' Scholarships to students across four schools within the Wagga Wagga City Council and Snowy Valleys Council areas. All scholarship funds have been issued, supporting recipients with technology, school supplies and excursions that would otherwise have been inaccessible. Participating schools were Kooringal High School, Mount Austin High School, Tumbarumba High School and Wagga Wagga High School, with the initiative helping to reduce financial barriers and enhance access to education and training pathways for local female students from low socio-economic backgrounds.
52	Support local people to access local education, training and employment pathways through the Project	Establish x5 trainees targeting School Based Trainees in Year 11 & 12 and unemployed youth under 25 years of age. Traineeships including but not limited to: Cert III Business Administration, Cert IV Workplace Health and Safety, Cert II Civil Construction.	Monthly	Quantitative / workforce training and employment records, social investment records	The project remains on track to establish five traineeships targeting school-based trainees in Years 11 and 12 and unemployed youth under 25. A Business Trainee from Wagga Wagga is scheduled to commence in December 2025, with additional under-25 trainees scheduled to begin through the Project Employment Program in January 2026. These positions will support pathways into qualifications including Business Administration, Workplace Health and Safety, and Civil Construction.

53	Support local people to access local education, training and employment pathways through the Project	Enhance youth mobility and access to jobs in regional NSW through funding up to x628 1 hour driving lessons and up to x60 Safe Driving Courses for Year 11 and 12 students across high schools within the HumeLink West project alignment.	Monthly	Quantitative / workforce training and employment records, social investment records	HumeLink West has partnered with NRMA to deliver a learner driver training program supporting Year 11 and 12 students across the project alignment, recognising that limited access to driver licensing can be a barrier to employment, further education and vocational training for regional youth. Since the program's launch in February 2025, NRMA has delivered 155 driving lessons to participating students, contributing to improved mobility and access to local job opportunities. Delivery of additional lessons and Safe Driving Courses will continue as the initiative progresses.
54	Support local people to access local education, training and employment pathways through the Project	Enrol 16 participants in the OHTL work readiness program to address skill shortages in overhead transmission line works and to train the next generation of line workers to services the pipeline of works in the renewable sector.	Monthly	Quantitative / workforce training and employment records, social investment records	Recruitment activities progressed throughout the period to support the establishment of two pre-employment programs commencing in January 2026. The project remains on track to engage 16 participants in the Overhead Transmission Line (OHTL) Work Readiness Program, which is designed to address skills shortages in overhead line construction and build a pipeline of trained workers for the renewable energy sector.
Area of Social Impact: Cumulative social impacts with other SSD projects in the area					
55	Property Management Plan (PMP) completion	100% completion of PMPs prior to commencement of works on relevant property	Monthly	Quantitative / access approval records on TeamBinder, and project Share Drive	All Property Management Plans (PMPs) for impacted landowners have been completed prior to the commencement of construction activities. Remaining holdings will be finalised and handed over once acquisition negotiations are completed, ensuring continued compliance with PMP requirements.
56	Road condition monitoring	Road dilapidation surveys conducted for all local roads used by the project	Prior to use by annual and then post use by project	Quantitative / pre and post construction road dilapidation surveys	All required road dilapidation surveys for local roads have been completed. The next survey is scheduled for completion in Q1 2026, after which reporting will be updated.
57	Complaint handling	≥ 95% of complaints are responded to within 24 hours with monitoring of repeat issues, and in co-ordination with other SSD projects in the area if required.	Monthly	Quantitative / engagement activity log (i.e. SalesForce and project complaints register)	Complaints made against the project, including responses and investigations, are captured in the project complaints register, published on the HumeLink West project website. All recorded complaints have been responded to within 24 hours of receipt, and coordination with other SSD projects in the area was undertaken where issues overlapped, most notably with the VNI West Project.
58	Satisfaction with engagement	≥ 70% report satisfaction in the Annual Community Attitudes Survey	Annually	Quantitative / engagement activity log (i.e. SalesForce)	In accordance with Condition B61(h)(ii), an independent survey of community attitudes toward the development is being conducted by ORIMA Research. The survey commenced on 5 December 2025 and will remain open until a statistically significant sample size is achieved. Findings from the survey will inform and establish baseline values for trend based community sentiment indicators.
59	Trust perception improvement	Stable or improved results in trust-related survey metrics	Annually	Quantitative / engagement activity log (i.e. SalesForce)	In accordance with Condition B61(h)(ii), an independent survey of community attitudes toward the development is being conducted by ORIMA Research. The survey commenced on 5 December 2025 and will remain open until a statistically significant sample size is achieved. Findings from the survey will inform and establish baseline values for trend based community sentiment indicators.
60	Interface coordination events	At least one interface coordination meeting held per quarter with adjacent projects, utilities, emergency services and industry stakeholders (i.e. Softwoods Working Group)	Quarterly	Quantitative / engagement activity log (i.e. SalesForce)	The project continues to facilitate regular interface coordination with adjacent projects, utilities, emergency services and key industry stakeholders through an established meeting schedule, including weekly meetings with Transgrid and Essential Energy; bi-weekly meetings with Transport for NSW and Forestry Corporation NSW; monthly meetings with Wagga Wagga City Council, Snowy Valleys Council and Riverina Major Projects Roundtable; and quarterly engagement with the Wagga Wagga and Snowy Valleys Local Emergency Management Committees. Additional consultation was undertaken as required with agencies such as Wagga Wagga Airport, UGLRL, AARNet, RFS, FRNSW, Airservices Australia, NSW Maritime, NSWTA and BMA to support project design and construction activities.

61	Business and stakeholder satisfaction	At least 70% of surveyed businesses and industry stakeholders report satisfaction with road access and disruption management during peak construction periods	Annually	Quantitative / engagement activity log (i.e. SalesForce)	In accordance with Condition B61(h)(ii), an independent survey of community attitudes toward the development is being conducted by ORIMA Research. The survey commenced on 5 December 2025 and will remain open until a statistically significant sample size is achieved. Findings from the survey will inform and establish baseline values for trend based community sentiment indicators.
62	Notification of traffic disruptions	100% of planned traffic disruptions are communicated to affected stakeholders at least 7 days in advance	Monthly	Quantitative / engagement activity log (i.e. SalesForce)	As per reporting update for Key Indicator #2, all work notifications include details of planned traffic disruptions along the corresponding management measures, where applicable.